



DIVERSITY COUNCIL

2001 ANNUAL REPORT

Workplace Vision: Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

Message from The Chair

I am very pleased to share with you our second annual report of the Goddard Space Flight Center (GSFC) Diversity Council. The Council represents every major organization of the Center. I invite you to read this report to learn about the Center's achievements of the past year, the activities of the present, and plans for the future. I also invite you to visit the diversity Website at <http://diversity.gsfc.nasa.gov/>.

In our second year, the Council applied a more strategic implementation of diversity with the objective of maximizing the potential of every employee. I began having a dialogue with supervisors to help them better understand the opportunities presented by our diverse workforce and to directly solicit their support for what the Center is doing. We have developed a 3-year Diversity Strategic Plan that addresses developing employees to reach personal maximum potential, works on creating an inclusive environment/culture, and aids us in becoming an Employer of Choice. I ask for your support to implement the Diversity Strategic Plan.

Our workforce is the most important resource and capital investment that we can make. Diversity is everyone's responsibility. With your help, we will make Goddard an Employer of Choice, a place where every employee counts for who they are and what they do. Diversity is also a way of looking at how we conduct business that takes full advantage of our differences to seek solutions from varying points of view. To gain that valuable insight, each of us needs to consider differences and be inclusive of others in discussions and actions.

The report outlines our efforts as the Center continues to pursue its Workplace vision. The report is important to us and I hope you will pass it on to your colleagues. Our commitment to diversity is genuine, and our willingness to work towards greater inclusion is honest. The Council is eager to hear from you and appreciates your constructive comments as we seek to build an even better GSFC in the future.

I hope all of you will work with us as partners as we seek to capitalize on the talents of Goddard's diverse workforce so that individual differences can carry us forward with continued success into our next forty years.

ORIGINAL SIGNED BY W.F. TOWNSEND

W.F. Townsend
Deputy Director

Diversity includes a number of important human characteristics that affect an individual's values and opportunities and perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

Adapted from "Implementing Diversity" by Marilyn Loden

INTRODUCTION

The year 2001 was an exciting year for the Diversity Council. In its second year of operation, the Council has seen many of its initiatives come to fruition and started new ones. While the year was a continuation of many initiatives, we also began to develop the infrastructure for diversity to become integrated in the workplace such that it would become an everyday practice and process.

We began to look at a more strategic approach to institutionalize diversity. The Council adopted the Equity Continuum, a model in which organizations are rated on a scale from one to five on how they deal with issues of fairness for all employees (Appendix A). To achieve our Workplace Vision, the 3-year Goddard Diversity Strategic Plan was developed to aid us in moving along the continuum.

PRIORTIES AND ACCOMPLISHMENTS FOR 2001

Diversity Dialogue Project (DDP) --- Phase A of an innovative facilitated dialogue program began. Its objective is to increase employees understanding of diversity issues. Approximately 70 employees from Greenbelt and Wallops Flight Facility participated in the six-month project from February – July 2001. Phase B begins in January 2002 with approximately 115 employees. With positive feedback provided by the participants, the DDP will be offered on a continuing basis.

Dialogue with supervisors -- Diversity Champion and Deputy Center Director William Townsend began meeting with supervisors to discuss diversity issues. The dialogue is a way for supervisors to express why diversity is important to Goddard, hear senior management perspectives on diversity, and learn what is currently being done at Goddard. It is an opportunity for supervisors to understand their role in helping to make the Workplace Vision a reality.

Work Team Diversity metrics --- A Work Team Diversity application was developed to collect metrics to understand the level of diversity on the Center's work teams, to sensitize team leaders so they take responsibility for ensuring diversity on their work teams, and to demonstrate the validity of the Business Case for diversity. Data collection begins in January 2002 with directorates reporting quarterly to the Diversity Council. Employees will have the opportunity to review the results of this activity on the diversity Website.

Diversity Strategic Plan --- A team began the development of the 3-year Goddard Diversity Strategic Plan using Trevor Wilson's model of an Equity Continuum. The plan is a positive step towards achieving improved communications and common understandings among employees. The three key diversity strategies identified are **(1) to develop employees to their maximum potential, (2) create an inclusive environment/culture, and (3) to work towards being an Employer of Choice.** The plan will be considered as a work in progress with directorates reporting quarterly on their progress towards the objectives. The plan can be found on the diversity Website.

Directorate reports – Directorates began providing reports to the Diversity Council which are to demonstrate how they are using the diversity within their organizations, what they are doing to promote an inclusive environment, and describing Best Practices from which other groups can learn.

Culture Survey analysis -- A team conducted focus groups with Asian Pacific Americans (APA) and women to understand the results of the 1999 Culture Survey. The focus groups identified cultural barriers and issues that hinder the full contribution by women, secretaries and APAs. Recommendations were developed to address disability awareness training for supervisors and managers.

Mentoring Programs – The Applied Engineering and Technology Directorate continued its Minority Career Mentoring program. The Flight Programs and Project Directorate began implementing a directorate-wide mentoring initiative in which all employees were matched to a mentor. Other directorates began mentoring and/or coaching initiatives as well. The Center-wide Mentoring program is also continuing.

Communication – Employees are kept abreast of the Center's diversity initiatives and activities through periodic articles in Goddard News, through mention during the All Hands, through their directorate representative on the Diversity Council, through the diversity Website and through the Diversity Council's Annual Report.

Quality of Work Life (QWL) Program – A QWL needs assessment study is underway to assess employees' needs with respect to balancing work and family life and to determine how the Center currently supports employees in meeting their needs. A benchmarking activity is identifying employee benefits and services provided by "best places to work". The objective of these is to recommend strategies for GSFC to help meet assessed needs of the employees.

Measurement Tools – The Diversity Council began exploring survey instruments to measure the diversity climate at Goddard. Information was gathered on various diversity measurement tools and the team continues to assess other sources for diversity measurement tools, including potential for partnering with the QWL study to determine if their planned survey would adequately address the information needs that the Tools Team set out to obtain.

Management Retreats -- The Executive Council allotted a significant portion of its retreat to a discussion on diversity with Trevor Wilson, while the Diversity Council held an all day Retreat with Byron Kunisawa. These retreats provided senior management with varying perspectives on diversity and helped broaden their perspectives.

Diversity Awareness Programs/workshop – the Diversity Council sponsored a workshop on Understanding Islam. Diversity training courses also have been developed, and vendors will be on-site beginning in 2002 to provide optional diversity training on respect and inclusion.

All in all, it has been a busy year and we look forward to continuing the projects and programs started in 2001.

PLAN FOR 2002

While many accomplishments were realized in 2001, the Council will continue to focus on ways to institutionalize diversity. Using the Equity Continuum, Center management (Executive Council and the Diversity Council) rated the Center as being at a Level 2 (on a scale of 1 to 5). The Center has set a goal of achieving a Level 3 in three years and has developed a 3-year Strategic Plan that works towards this goal.

In addition to the strategies, goals and objectives outlined in the 3-year Plan, the Diversity Council will continue to focus on the following in 2002:

- Diversity Dialogue Project – attain 10% participation of all Center employees by the end of 2002
- Dialogue with supervisors – attain 100% participation by supervisors and begin follow-on activities
- Work Team Diversity – reporting to begin and results analyzed
- Quality of Work Life Needs Assessment to be completed, analyzed and objectives established
- Diversity Climate assessment to be completed, analyzed and objectives established

2001 MEMBERS OF THE DIVERSITY COUNCIL

Name	Title	Code
William F. Townsend, Chair	Deputy Center Director	100
Sharon Wong	Special Assistant for Diversity	100
Jerry Simpson	Director, Office of Human Resources	110
Dillard Menchan	Chief, Equal Opportunity Program Office	120
Jan Ruff	Chief, Public Affairs Office, Code 100 Representative	130
Paula Gal-Edd	Deputy Director, Regional Finance Office	151
Alison McNally	Director, Management Operations Directorate	200
Wentworth Denoon	Director, Office of Systems Safety and Mission Assurance	300
Diane Williams	Deputy Director for Planning and Business Management, Flight Programs and Projects Directorate	400
Alda Simpson	Associate Director, Applied Engineering and Technology Directorate (AETD)	500
Jim Barrowman**/John Dalton	Deputy Director, Space Sciences Directorate	600
Craig Purdy	Deputy Director, Suborbital and Special Orbital Projects Directorate	800
Dot Zukor	Deputy Director, Earth Sciences Directorate	900
Lucien Cox	Chair, African American Advisory Committee (AAAC)	572
Cle Hunt	Co-Chair, Advisory Committee on Asian and Pacific Americans Employees (ACAPAE)	541
Pat Coronado	Chair, Hispanic Advisory Committee for Employees (HACE)	935
Jennell Dewitt	Chair, People with Disabilities Advisory Committee (PWDAC)	292
Felicia Donnell	Chair, Women's Advisory Committee (WAC)	540
Roland Wescott	Chair, Wallops Equal Opportunity Advisory Committee for Minorities and People with Disabilities	803
Tom Fountain	Steward, WAMTC	227.1
Stan Williams	President, Wallops AFGE Local 2755	546
Christie Grant	President, GESTA	544

** Jim Barrowman retired as the Deputy Director of Space Sciences Directorate during 2001

SUBTEAMS

Diversity Dialogue subteam -- team chartered to develop and implement the Diversity Dialogue Project (DDP). The purpose of the DDP is to facilitate a deeper understanding of diversity issues among Center employees. Emphasis is placed on enhancing personal growth and effectiveness through the processes of listening, introspection, finding meaning, and building acceptance for differing perspectives.

Members:

Lucien Cox
Jan Ruff
Dan Krieger
Wentworth Denoon
Tom Fountain
Craig Purdy
Rosa Acevedo

Work Team Diversity Team (WTDT) – team chartered to develop a process to understand the level of diversity on Center work teams, sensitize team leaders to take responsibility for ensuring diversity on work teams, and demonstrate the validity of the Business Case for diversity.

Members:

Jim Barrowman**
Rosa Acevedo
Dillard Menchan
Diane Williams

Diversity Plan subteam – team chartered to develop a 3-year plan using Trevor Wilson's Equity Continuum in which an organization is rated on a scale of one to five on how they deal with issues of fairness for all employees.

Members:

Sharon Wong
Jerry Simpson
Alison McNally
Wentworth Denoon
Dot Zukor
Diane Williams
Val Burr

Culture Survey Analysis subteam – team chartered to analyze data from the 1999 Goddard Culture Survey from a center diversity perspective and to report the findings and recommendations to Goddard management and employees at large.

Tom Weber *
Chopo Ma *
Alda Simpson
Paula Gal-Edd
Wayne Boswell

Quality of Work Life subteam – team chartered to develop an integrated Quality of Work Life Program to help employees handle work and family issues that may impact the work environment, develop a friendly workplace/work life and provide a well-balanced and stress-reduced environment.

Alison McNally
Dot Zukor
Dillard Menchan
Diane Williams
Stan Williams
Jerry Simpson
Felicia Donnell

Website and Communication – team chartered to develop and maintain a consolidated website, and to develop a communications plan.

Jan Ruff
Sharon Wong

Diversity Tools subteam – team chartered too identify an appropriate survey instrument(s) to obtain baseline metrics from the GSFC workforce on the level of diversity awareness and understanding among the workforce as well as areas of particular concern or interest for further work by the Diversity Council. This baseline will help establish the Center's starting point on the TWI Diversity Continuum, and through subsequent measurement, help chart the progress the Center makes in achieving the goal of getting to a 3 in 3 years.

Members:
Jerry Simpson
Dan Krieger
Diane Williams
Val Burr
Paula Gal-Edd
Howard Kea
Sharon Wong

* Terms of the chairs for the Employee Advisory groups expired at the end of 2000 but team members continued to work to close out the actions.

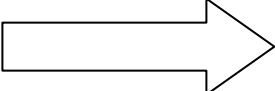
** Jim Barrowman retired as the Deputy Director of Space Sciences Directorate during 2001

APPENDIX A

The Equity Continuum* (how organizations deal with issues of fairness and equity)

Level 1	Level II	Level III	Level IV	Level V
Compliance	Beyond Compliance	The Business Case	Integrated Diversity	Global Employer of Choice



Tactical  **Strategic**

* The Equity Continuum is based on a model in Trevor Wilson's Book, *Diversity at Work*. Trevor Wilson visited the Center in May 2000 as part of the Director's Colloquia Series. He was invited back to facilitate the Diversity Council Retreat in November 2000 after which the Diversity Council adopted his model of the Equity Continuum. The Center continues to work with Trevor towards its goal of achieving a Level III in three years.

The Equity Continuum

Level I Compliance	Level II Moving Beyond Compliance	Level III The Business Case	Level IV Integrated Diversity	Level V Global Employer of Choice
<ul style="list-style-type: none"> • Reactive Approach • Avoid Negative Consequences of non-compliance • External pressures to implement 	<ul style="list-style-type: none"> • Beyond representation • Do the “right thing” for disadvantaged groups • Enhance public image • Isolated diversity initiatives on high visibility programs or actions • Appointment of minorities/women to high visibility positions • No integration into broader aspects of HR management and organizational culture 	<ul style="list-style-type: none"> • Recognition that managing diversity can yield positive business benefits • Moving in a direction to attract and retain the best, diversified workforce • Identifying barriers to diversity and developing HR strategies that encourage and support a diverse workforce • Benchmark and adopt best practices 	<ul style="list-style-type: none"> • Internalized diversity as an integral part of the organizational culture - i.e., diversity is a value • No longer debate the value of diversity • Diversity is embedded in the culture, its programs, and products - as a result products and services are more relevant to a wide range of stakeholders • Commitment to organization mission • Commitment to merit • Continually breaking down barriers • Experiencing the financial and non-financial benefits of diversity • Viewed as an “Employer of Choice” 	<ul style="list-style-type: none"> • Foster diversity beyond the organizations own boundaries • Diversity is an organizational, community, national and global imperative • Diversity is a core value • Industry leader - benchmark for others • Merit-based OHR practices • Anticipate and eliminate emerging barriers • Experience financial and non-financial benefits • Recognize the needs of diverse stakeholders and expect affiliates to embrace diversity and merit principles • Are committed to long term, far reaching impact on their organization and the global community